



**MU'TAH UNIVERSITY
DEANSHIP OF THE GRADUATE STUDIES**

**FACTORS THAT AFFECT THE USE OF ONLINE
APPLICATION PROGRAM “HAFIZ” TO SEARCH FOR JOB
IN SAUDI ARABIA**

BY

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**A Thesis Submitted to The Deanship of The Graduate Studies in Partial
Fulfillment of The Requirement for The Degree of Master of Business
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Dedication

I dedicate this to
my family (parents, brothers)
my sister
my lovely wife

Saad Abdulah Alsunaid

Acknowledgment

All Praise is due to Allah for giving my grace to endure until the end. I would like to thank my advisor Dr. **Mohammad Awwad** for his endless dedication, direction, and discussion. Also, I would also like to thank Dr. **Ateeq Al-Gamdi** the Counselor of the Minister of Labor for studies and statistics for providing me information about (Hafiz) program which was reflected on the accuracy of results of this research. I want to thank **Department of Business Administration members**.

Saad Abdulah Alsunaid

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Abstract
The Intention to Use Online Application Program “Hafiz” to
Search for Job in Saudi Arabia
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This study aim is to investigate the factors that affect the intention of job seekers to use online application program “Hafiz” to search for a job in Saudi Arabia. Some users may use the service for a period of time. Then, they will not continue using the service. Technology Acceptance Model (TAM) developed by Davis (1989) was adopted in this study, which consists of two endogenous variables (perceived ease of use and perceived usefulness), a mediator variable (attitude) and the exogenous variable (intention to use). To achieve this objective, several hypotheses were formulated and tested using Smart PLS 2.0 M3release to determine the interactions between the various factors.

A survey was conducted using a questionnaire that was adopted to measure the variables of the study based on previous studies, this questionnaire was distributed electronically to a judgmental sample of job seekers using online application program“ Hafiz” in cooperation with the Saudi Ministry of Labor. 385questionnaireswere suitable for analysis.

The results showed that the perceived ease of use of online application program “Hafiz” has a direct positive effect on the attitudes of users towards this program and on perceived usefulness from this program. The perceived ease of use has a positive and indirect effect(through perceived usefulness and attitudes) on the intention of job seekers to use this program. There sults also indicated that the perceived usefulness of using this program has a positive and direct effect on the user attitudes toward this program and a positive and indirect effect (through attitudes) on the intention of job seekers to use this program. Finally users’ attitudes have a positive and direct effect on the users’ intentions to use this program in the future. Based on the study findings and conclusions, a number of implications. Future research should attempt to replicate the study on the case of different countries with different cultures to enable the comparisons. Furthermore, another direction for future research is a more extensive observation of the subject. This might be achieved by conducting research on different sectors of business.

Keywords: Internet job search, perceived usefulness, perceived ease of use, attitudes, intention, Saudi Arabia.

2012

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Davis (1989) (TAM)

(SmartPLS 2.0 M3)

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Chapter One

Introduction

1.1 Background

The internet is currently a major resource used for the buying and selling of products, as well as for communication and job searching (Al-Dosary, 2006; Cober et al., 2000). By using the job-search websites, job seekers can post their resumes online and conduct job searches by assessing a continuously expanding database of jobs (Bartram, 2000; Scheyerand McCarter, 1998). Job-search websites reduce recruiting cycle time by enabling direct access of an extensive resume database. Job-search websites can overcome time and spatial barriers as well as provide convenience, cost savings and effective solutions for both employers and job seekers (Miller, 2001; Pearce, Tuten, 2001; Perry et al., 2003; Tomlinson, 2002).

On 15 Mar 2011, The Ministry of Labor in Saudi Arabia had established a program called “Hafiz” via the Internet as third-party recruitment websites offering Internet-based recruitment services to help remove difficulties that were facing job seekers to find appropriate job opportunities (AlRiyadh Newspaper, 2011). However, despite the emerging interest among Information System (IS) researchers in the Internet recruiting phenomenon, the understanding of online job seeker behavior is limited. Online job seekers consider e-recruitment services not merely as an Internet-based IS, but also as a virtual website supporting all stages of the job application process, including online job search, resume submission, and notification of job availability (Hsiu-Fen Lin, 2010).

The factors essential to job seeker acceptance of job search website must be thoroughly understood (Hsiu-Fen Lin, 2010) the acceptance of job seekers for job-search websites is seen as a crucial factor for the success of job search website services because of this, it is important to understand the customer value of job search websites and to provide some ideas for researchers and website service providers (Nysveen et al., 2005). Selden and Orenstein (2011) find that governments with hiring websites which are easy to use receive several more applications per job opening than states with higher quality content on their web pages.

Therefore, the researcher believes that interactions may exist among two factors that are antecedent to the intention to use the internet for job seeking. Among these factors that have been examined in this study were perceived usefulness, perceived ease of use and the attitude toward thinking to search for job via the Internet. Therefore, the purpose of this study is to theoretically propose and empirically test a set of hypothesis that shape job seeker

intentions to use job-search websites(Hafiz) programs to find job opportunities in Saudi Arabia.

1.2 Problem Statement

Reports issued by the Saudi Ministry of Labor indicate to the increasing numbers of job seekers, especially university degree holders, in response to this increase, the Kingdom of Saudi Arabia is seeking to provide radical solutions to help job seekers in the Kingdom to find employment opportunities in less time and less efforts. Among the initiatives launched by the Saudi government was the “Hafiz” program, which aims to provide an opportunity for the Saudi Arabia job seekers to search for jobs through the Internet.“Hafiz” program was started services for unemployed people on 15 March 2011(AlRiyadh Newspaper, 2011).

Based on the foregoing, the major problem that the researcher tries to explore is the following problematic question: What are the main factors, from Saudi Arabian customers’ perspective, which influence the intention to adopt “Hafiz”job-search websiteservices?

1.3 Study Questions

The current study tries to answer the following questions:

1. What extent do the perceived ease of use and perceived usefulness affect the attitude toward searching for jobs via the Internet?
2. What extent does the attitude toward searchingfor a job via the Internet affect the applicant's intention to use the Internet to search for a job through (Hafiz) program in KSA?
3. What extent does the attitude toward searchingfor a job via the Internet moderate the effect ofapplicant perceived ease of use and perceived usefulness on the applicant's intention to use the Internet to search for job through (Hafiz) program in KSA?

1.4 Study Importance

The current study stems its importance from the following points:

1. Job search website services have occupied important positions in people’s daily lives because of the easy access to information and personalized exchange of information they provide.
2. Most of the studies conducted in this area focused on the adoption of the Internet as a means of buying products and services, while the current study focuses on a relatively new topic in the Arab world, specifically in Saudi Arabia, namely, job search website services. Also, there is scarcity

previous studies addressed the issue of using the Internet to search for jobs in the Arab world in general and Saudi Arabia in particular .

3. There are lots of benefits which can be provided by the Internet for both job seekers and employers. For employers, job-search websites reduce recruiting cycle time by enabling direct access of an extensive resume database. By using the job-search websites, job seekers can post their resumes online and conduct job searches by assessing a continuously expanding a database of jobs. Job-search websites can overcome time and spatial barriers as well as provide convenience, cost savings, and effective solutions for both employers and job seekers (Perry et al., 2003).

1.5 Study Objectives

It is timely to use TAM model for ICT-job providers in order to understand which factors affect intention to use Internet-application, and which factors could explain differences in Internet-application preferences among different applicants, as well as whether there is any relationship that exists between these factors. The purpose of this research is to use TAM model, and then empirically test its usefulness in exploring the intention of Saudi Arabia applicants' to use Internet applications. This could help the Internet-application organizers to cultivate long-term, mutually beneficial relationships with their applicants.

The specific objectives for ICT are as follows:

- 1- To determine the effect of perceived ease of use, perceived usefulness and attitude toward intention to use on the applicant's intention to use the Internet to searchfor jobs through (Hafiz) program in KSA.
- 2- To determine the moderating role of attitude towards online applications on the effect of perceived ease of use and perceived usefulness on applicant intention to use the Internet to search for jobs through (Hafiz) program in KSA.
- 3- To determine the effect of attitude towards online applications on the job seeker'sintention to use the Internet to search for jobs through (Hafiz) program in KSA.

1.6Variables Definition

The purpose of a research is to examine the effect of independent variables on dependent variables. An independent variable is an antecedent and presumed to influence the dependent variable; a dependent variable is the outcome and believed to be influenced by independent variable/s (Davis, 1993). According to Davis (1993), in any study each variable must be properly defined and two types of definitions exist: constitutive and

operational. A constitutive definition is an explanation of the meaning of a term by using other words to describe what is meant, and this type of definition is similar to what may be found in a dictionary; an operational definition defines a term by stating the actions, processes, or operations used to measure examples of it. The following section provides the constitutive definitions for each variable (Davis, 1989). The operational definition for each variable is presented in chapter three.

1. Perceived Usefulness: is defined as the degree to which a person believes that the use of a system would improve his or her performance.
2. Intention to use: is defined as the individual decision to engage or not to engage in performing the action.
3. Perceived Ease of Use: is defined as the concentration of physical and mental efforts that a user expects to receive when considering the use of technology i.e. the degree to which a particular technological system would be free from effort.
4. Attitude: Fishbein and Ajzen (1975) have categorized attitude into two distinctive constructs: the first refers to attitude toward the object while the second refers to attitude toward the behavior. While the former is referred to as a person's evaluation of a specified object, the latter points to a person's evaluation of a specified behavior.

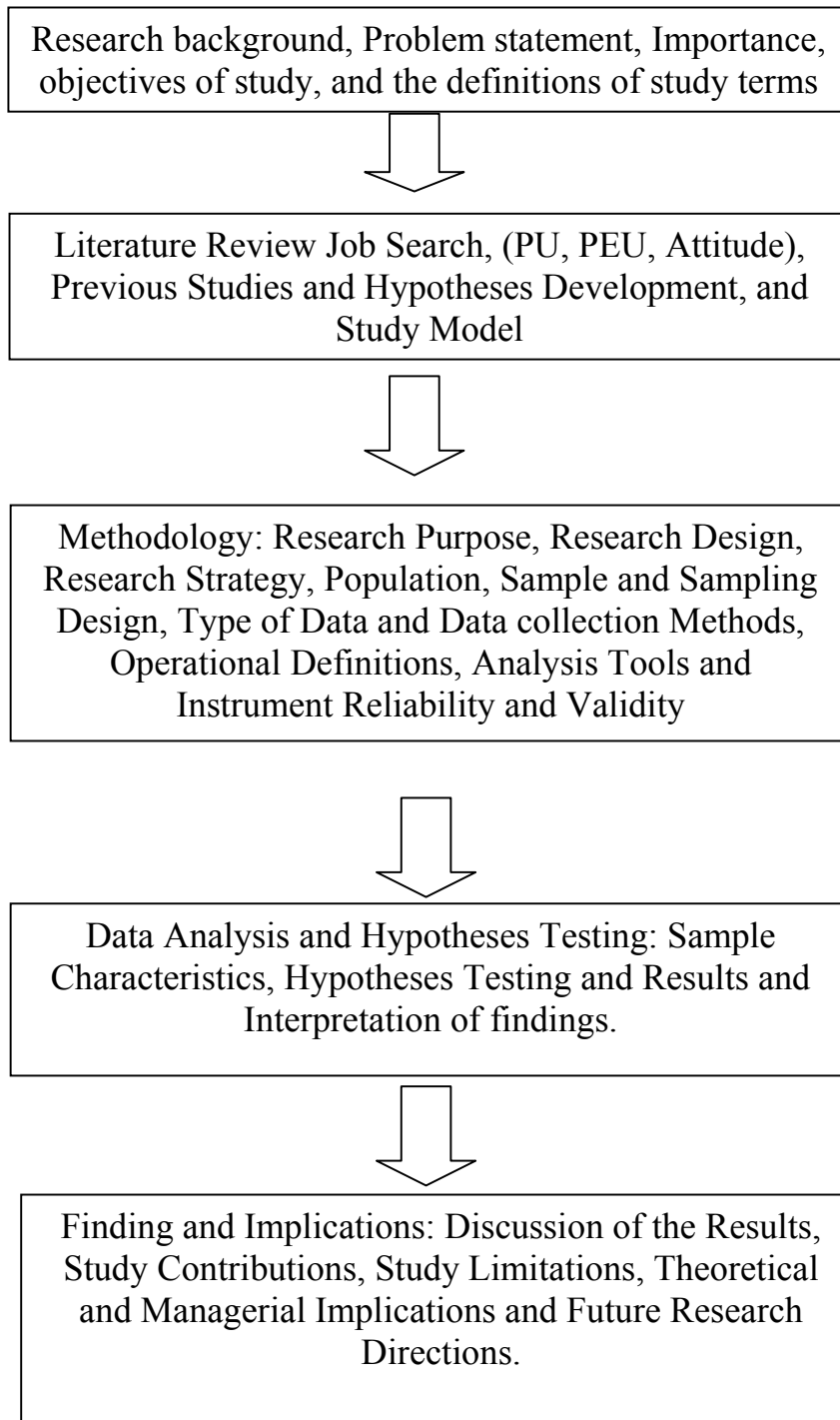


Figure (1-1)
Organization of the Study

Chapter Two Theoretical Framework

2.1. Introduction

This chapter is partitioned into two main sections: in the first one, a theoretical framework about the four concepts at the core of this study is introduced. The second section provides a review of the relevant literature related to the research problem as a foundation for the development of testable hypotheses, followed by the study model that summarizes the main effects.

2.2. Theoretical framework

This section introduces the theoretical framework for this study. To this end, each of the four constructs measured in this study, namely perceived ease of use, perceived usefulness, attitude, and intention are discussed in detail.

2.2.1 Hafiz program

Hafiz program is only a start for a package of incentives and regulations which have been ordered by The Overseer of The Two Holy Mosques King Abdullah bin Abdul Aziz to support job searchers. The users of Hafiz get a monthly allowance to support the serious job seekers according to Hafiz program conditions. The job seeker should continue job searching to make sure that the allowance will continue. The job seeker allowance is terminated if the job seeker refuses to accept three suitable job offers because the allowance is to motivate the job seeker and isn't a permanent income. Hafiz program provides courses for job seekers to make the job seeker ready for work.

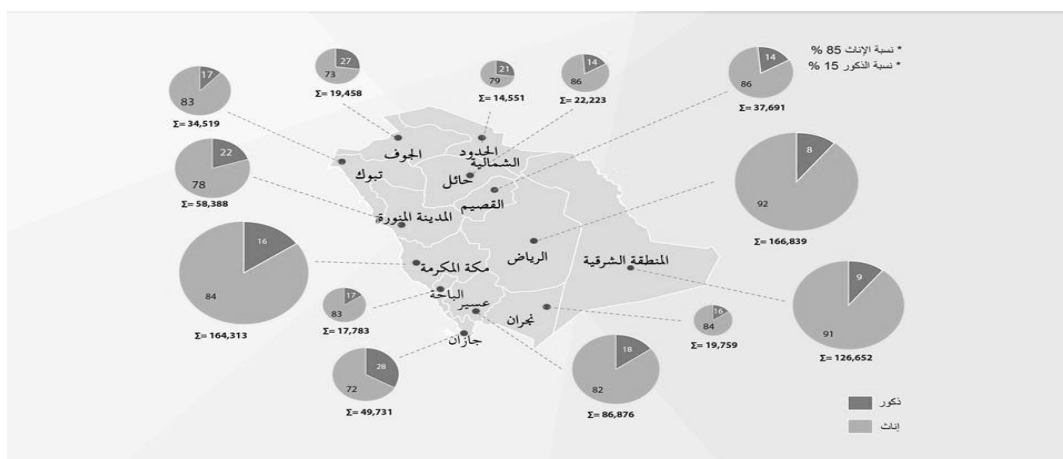


Figure (2.1)

Hafiz users in Saudi Arabia

Source: Ministry of Labor, Saudi Arabia (2012)

2.2.2 The concept of job search

Job search is the process that aims to match job seekers to suitable job opportunities. An efficient matching process would mean that individuals acquire the job that maximizes their wage and their productive contribution, thus making society more productive overall. However, job seekers' information about the labor market is incomplete, and employers do not hold unconstrained information either. As (Autor 2001, p. 25) noted "the labor market is replete with imperfect and asymmetric information". The cost of inefficient job search for job seekers includes prolonged unemployment spells and emotional distress, and there are also wider societal costs.

Job search is in general costly for the job seeker but it is also necessary in order to find employment. From an economic perspective, job-search theory is concerned with individuals' decisions to accept or reject job offers given the cost of searching and the reservation wage – i.e. the minimum wage that has to be offered for a person to accept a job. In this case, job offers are treated as exogenous and the decision to accept the offer (i.e. the strategy used) is based on the reservation wage (Atkinson and Micklewright, 1991). The sociological perspective on job search takes into account more aspects of the job-search process. In fact, a sociological approach to job search is frequently concerned with the activities that led to job offers being made, to jobs being found, and even to the motivating factors leading to job seekers starting the job search at all.

Job-search methods have traditionally been divided into formal and informal methods. Formal methods include using the services of employment agencies or answering advertisements published in newspapers, journals and, more recently, the Internet. Using one's personal contacts is among the most studied informal job-search strategies (Drentea, 1998), but other methods such as contacting employers directly are also considered informal job-search methods. As job-search categories, formal and informal methods are too broad and too aggregated, and thus research into job search tends to be more specific about the methods being studied.

There are other ways of categorizing job seeking behavior, such as considering job search by individuals in employment versus the job search conducted by unemployed individuals. From the perspective of a government aiming to prioritize the use of its resources, the latter seems more imperative. However, given that being in employment is a better position from which to search for work (Weber and Mahringer, 2008), there may be lessons that those unemployed can learn from employed job seekers. Moreover, job-search behavior has been classified as 'active' or 'passive' depending on the level of activity that the individual engages to seek employment. If active and passive

job seeking is seen as two extremes of a continuum, an active job seeker utilizes a number of methods to find information regarding employment opportunities and performs a variety of activities to access them. A passive job seeker, on the other hand, is more imprecisely described as either someone who does not conduct any job seeking activity or as someone who browses employment opportunities but then takes little or no action to pursue them. For instance, employed individuals who are constantly updating their knowledge of what jobs are available ‘out there’ but have no intention to pursue them can be seen as passive job seekers. However, given the range of job-search behavior in which individuals engage, in practice, notions of ‘active’ and ‘passive’ are rather difficult to search.

2.2.3 The Internet and job search

The role of the Internet in job search is important and Internet use has helped to make job search easier over recent years. Use of the Internet can facilitate the exchange of information between employers and job seekers, while at the same time reducing the cost of finding out information about job opportunities and searching for jobs.

The role of the Internet and information and communications technologies (ICT) on job search is helpful. Individuals may search for jobs on the Internet through dedicated sites, post their CVs on job boards, browse potential employers’ websites for job posting, and exchange information with employers or employment intermediaries via email. Dedicated sites – sometimes referred to as career services and development sites – attract millions of visitors each year. According to comScore (2008) “Approximately 53.9 million Europeans visited a career services and development site during an average month during the fourth quarter of 2007, averaging 3.5 visits per visitor”. Monster and Jobcentre Plus are two examples of such sites.

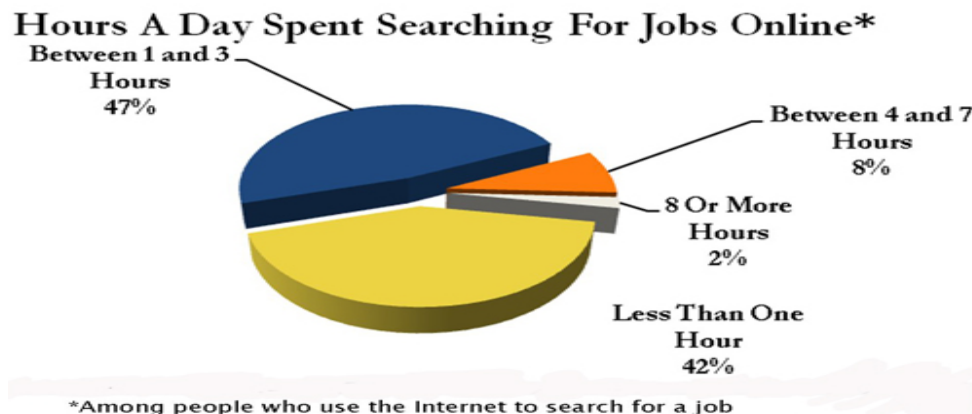


Figure (2.2)
The time spent for job search on the Internet in USA

2.2.4 The role of social networks in job search

The literature on job search and related topics suggests that the use of social networks plays an important role in the job-search process and in career advancement (Putnam, 2000; Aldridge et al., 2002; Halpern, 2005). Studies on job-search methods used by job seekers indicate that asking friends, relatives and acquaintances for information regarding job opportunities is a common and useful practice. Shuttleworth et al. (2008) indicated that using ‘information from friends and family’ ranked second in terms of its usefulness as a job-search method (after using advertisements in the press). Similarly, Hogarth and Hasluck (2008) found that use of word of mouth and personal contacts was among the top five job-search methods in terms of perceived usefulness and frequency of use among non-working individuals that participated in a survey examining job search in Greater Manchester.

Likewise, in a study in Teesside focusing on individuals trapped in a ‘low-pay, no-pay cycle’, Shildrick et al. (2010) found that their interviewees repeatedly found employment via informal social networks.

2.3 Literature Review

In order to address the main research question of what the main factors, from Saudi Arabian customers’ perspective, which influence the intention to adopt “Hafiz” job-search website services are, a review for the literature has been done pertaining the factors affecting the acceptance of computer technology. User acceptance of technology has been an important area of research, with growing technology needs in the 1970s and increasing failures of system adoption in organizations, predicting system use became an area of interest for many researchers. However, most of the studies carried out failed to produce reliable measures that could explain system acceptance or rejection

(Davis, 1989). A wide variety of theoretical perspectives has been developed in order to understand how users make decisions to use technology applications. Probably the most dominant theories in IT research are Innovation Diffusion Theory (IDT) (Rogers, 1995), Theory of Reasoned Action (TRA) (Fishbein and Ajzen, 1975), Theory of Planned Behavior (TPB) (Ajzen, 1991), and the Technology Acceptance Model (TAM) (Davis, 1989). These theories provide tools to understand success or failure in implementation processes of new IT applications. Table 2.1 shows several previous studies which adopt different models.

Table (2.1)
Technology Acceptance Previous Studies*

Prior studies	Theory basis	Subjects	Findings
Agarwal and Karahanna, 2000	IDT, TAM, Flow Theory, Social Cognitive Theory	Undergraduate students (World Wide Web)	The authors found that cognitive absorption is a proximal antecedent of perceived usefulness and perceived ease of use. Further, personal innovativeness and playfulness were found to be important determinants of cognitive absorption.
Agarwal and Prasad, 1997	IDT, TAM	MBA students (World Wide Web)	In examining the effects of individuals' perceptions about the characteristics of the target technology on two acceptance outcomes (i.e., current use and future use intentions), the authors found the specific characteristics that are relevant for each outcome are different. Specifically, the results show that the innovation characteristics of visibility, compatibility, trialability and voluntariness are relevant in explaining current usage, while the only relevant innovation characteristics for future use intention are relative advantage and results demonstrability.
Agarwal and Prasad, 1998	IDT, TAM	MBA students (World Wide Web)	Proposed and developed an operational measure for the construct of personal innovativeness in IT. In addition, the authors theorized that PIIT would exhibit a moderating influence on the relationship between three salient perceptions (relative advantage, ease of use and compatibility) and behavioral intention. Significant moderation was observed only for compatibility.

Prior studies	Theory basis	Subjects	Findings
Chau and Hu, 2001	TAM, TPB	Physician (Telemedicine technology)	<p>The authors compared TAM, TPB and a decomposed TPB. The overall results suggested that TAM was better than TPB, and the decomposed TPB was not substantially better than TAM, in explaining the variance in behavioral intention.</p> <p>Assessing the validity of existing theories in a new domain, this study combined TAM and IDT in order to examine consumer behavior in the virtual store context. Findings reveal that consumer acceptance and use of virtual stores can be predicted reasonably well from their intention, which is determined by their attitude towards using virtual stores. Further, compatibility, usefulness, and ease of use are the primary determinants of consumer attitude towards using virtual stores and both compatibility and ease of use influence usefulness of virtual stores.</p>
Chen et al., 2002	IDT, TAM	Online consumers	<p>The authors combined TAM and the diffusion of innovation perspective in order to examine pre-adoption and post-adoption beliefs and attitudes. They found that potential adopter intention to adopt is solely determined by normative pressures, whereas user intention is solely determined by attitude. Further, potential adopters base their attitude on a rich set of innovation characteristics (i.e., usefulness, ease of use, result demonstrability, visibility, and trialability) while users' attitude is only based on instrumentality beliefs of the usefulness and perceptions of image enhancements.</p>
Karahanna et al., 1999	IDT, TAM	Financial end-users ranging from clerical to executive	

Prior studies	Theory basis	Subjects	Findings
Lewis et al., 2003	IDT, TAM, Social Cognitive Theory, Social Information Processing Theory	Full-time faculty members at a large public university (World Wide Web)	Arguing that individuals beliefs about IT use is influenced by the individual, institutional, and social contexts in which individuals interact with IT, the authors proposed a broad framework and examined the simultaneous effects of those influences on perceptions of usefulness and ease of use. Results suggest that top management commitment to new technology and personal innovativeness each positively influences usefulness and ease of use beliefs, self-efficacy positively influences only ease of use, while the social influences emanating from informal circles, departmental peers, professional peers, supervisors and senior leaders, have no significant effect on either usefulness or ease of use perceptions. Perceptions of usefulness were not influenced by those of ease of use.
Mathieson, 1991	TAM, TPB	Undergraduate students (Spreadsheet software)	Compared TAM and TPB and found that both models predicted intention to use an IS fairly well. Results suggested that while TAM was better able to predict attitude than TPB, and might be easier to use because of its parsimonious structure, TPB is richer in providing insight into the factors that influence an individual's behavior toward an IT.
Riemenschneider et al., 2003	TAM, TPB	Small business executives (World Wide Web)	A series of models that utilized TAM and TPB to varying degrees were analyzed in terms of model fit. Specifically, models consisting of TAM and TPB were analyzed separately in addition to models ranging from a loose to a tight integration of the two theories. The authors found

Prior studies	Theory basis	Subjects	Findings
Taylor and Todd, 1995a	TAM, TPB	Undergraduate and MBA students (Computing Resource Center)	<p>progressive improvements in fit as the TPB and TAM theories became more integrated, thus revealing the conceptual overlap of TAM and TPB and highlighting the advantages of integrating the two theories.</p> <p>Incorporating social influences and behavioral control into TAM, the authors investigated the role of prior experience. Results showed that experienced users placed more weight on perceived behavioral control, and behavioral intention fully mediated the relationship between perceived behavioral control and behavior. For inexperienced users, perceived behavioral control had less of an impact on intention, but had a significant influence on behavior. The relative influence of subjective norm on behavioral intention was not significantly different between the two groups.</p> <p>The authors compared TAM, TPB, a decomposed version of TPB. Results showed that decomposing the belief structures in TPB provided a moderate increase in the explanation of behavior intention, compared with TAM and TPB, although it is considerably less parsimonious than TAM.</p>
Taylor and Todd, 1995b	TAM, TPB	Undergraduate and MBA students (Computing Resource Center)	
Venkatesh et al., 2003	IDT, TAM, TPB, TRA, Social Cognitive Theory,	Subjects represented levels of organizational hierarchy from four	<p>The authors evaluated eight prominent models of individual acceptance of technology in terms of their similarities and differences. A Unified Theory of Acceptance and Use of Technology (UTAUT) was then formulated based on the various models' conceptual as well as empirical</p>

Prior studies	Theory basis	Subjects	Findings
Wu and Wang, 2005	Motivational Model of PC Utilization IDT, TAM	organizations (the similarities. Determinants of behavioral intention included performance expectancy, effort expectancy, social influence while behavioral intention and facilitating conditions determined actual use behavior. Moderators of functional areas of UTAUT were gender, age, experience and voluntariness of product use. An empirical test of UTAUT revealed it was able to account for 70% of the variance in usage intention, substantially exceeding that of any of the original eight models and their extensions.) Customers from four major private wireless telecommunication-service providers, two leading domestic banks, and two well-known securities investment companies in Taiwan	The authors integrated innovation diffusion theory, perceived risk, and cost into TAM in order to investigate what determines user mobile commerce acceptance. Findings indicated that all variables except perceived ease of use significantly affected the users' behavioral intention.

*source: Yi, M.Y., Jackson, J.D., Park, J.S. and Probst, J.C. (2006).

In this regard, at this section the researcher reviews and discusses the literature in relation to four prominent technology acceptance theories and models, they include: IDT, TRA, TPB, and TAM.

2.3.1 Innovation Diffusion Theory (IDT)

Innovation diffusion theory explains the event of the innovation decision process that determines the rate of adoption in various categories of adopters. The theory is concerned with the manner in which a new technological idea or technique migrates from the stage of creation to widespread use. The theory suggests that individuals can be classified according to degree of innovativeness which is defined as relative speed of adoption of the innovation. There are five categories of adopters based on the degree of innovativeness, namely innovators, early adopters, early majority, late majority and laggards. IDT also presume five innovation characteristics that affect the diffusion: relative advantage, compatibility, complexity, trialability and observability (Rogers, 1995) as demonstrated in Figure (2.3) bellow which is discussed before in Section (2.2.6) regarding the adoption process stages including (Knowledge, persuasion decision, confirmation).

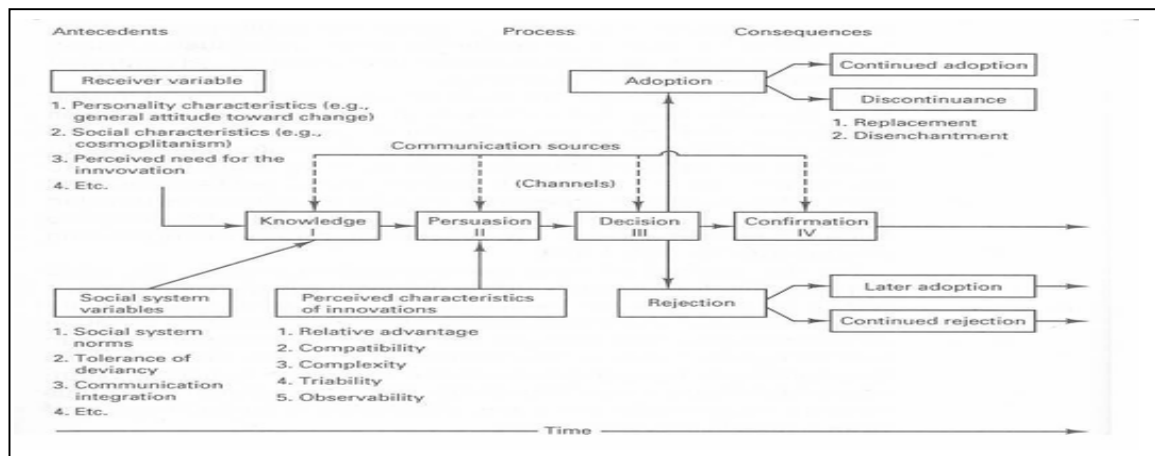


Figure (2.3)
Innovation Diffusion Theory

Source: (Rogers, 1995)

2.3.2 Theory of Reasoned Action (TRA)

Theory of reasoned action was introduced by Fishbein and Ajzen (1975) in order to understand behavioral intention. In TRA, the behavior intention of performing a particular behavior is determined by a personal factor and a social factor (Fishbein and Ajzen, 1975).

The personal factor is represented by attitude towards the behavior, which is “an individual's positive or negative feeling”. The social factor is represented by subjective norm, which describes “the person's perception that most people who are important to him think he should or should not perform the behavior in question”. Furthermore, according to the expectancy value model of attitude (Fishbein and Ajzen, 1975) an individual's attitude towards performing the target behavior is itself determined by his or her beliefs regarding the consequences of performing the target behavior, as well as the evaluation of these consequences. Likewise, an individual's subjective norm is the by-product of his or her normative beliefs and motivation to comply. Figure (2.4) depicts a graphical representation of TRA, which illustrates that external variables i.e. personality, demographics, etc. do not have a direct influence on target behavior, but, rather, are mediated by the TRA model.

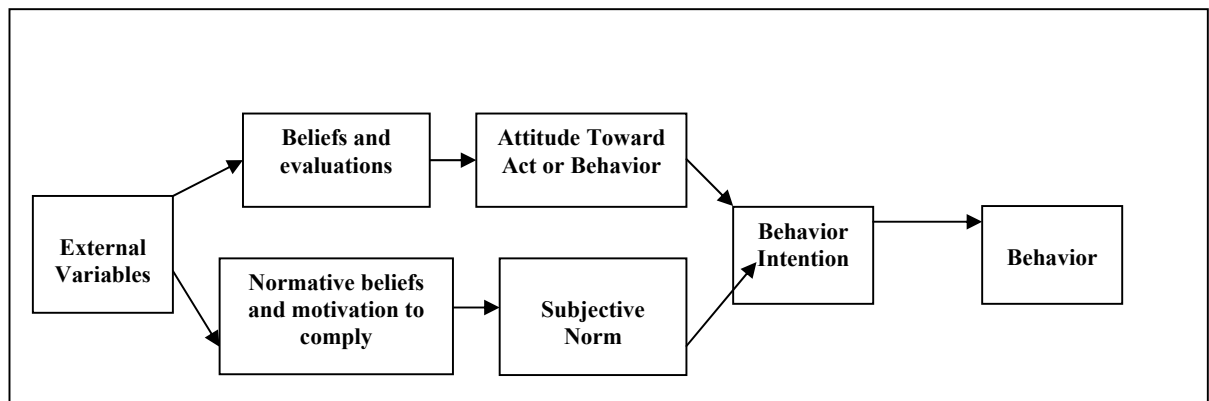


Figure (2.4)
Theory of Reasoned Action

Source: (Fishbein and Ajzen, 1975)

2.3.3 Theory of Planned Behavior (TPB)

The Theory of Planned Behaviors an extension of TRA by adding the construct of perceived behavioral control which is defined as “perceived ease or difficulty of performing the behavior”. Perceived behavioral control is a product of an individual's control belief and perceived facilitation. Perceived availability of skills, resources and opportunities will make control belief. Perceived facilitation is the individual's assessment of available elements that will assist the performance of such behavior. TPB holds that attitudes, subjective norms and perceived behavioral control are direct determinants which in turn influence behavior (Ajzen, 1991). Likewise Man, (1998) found

that TPB has a better predictive power of behavior than TRA. For more details see Figure (2.5):

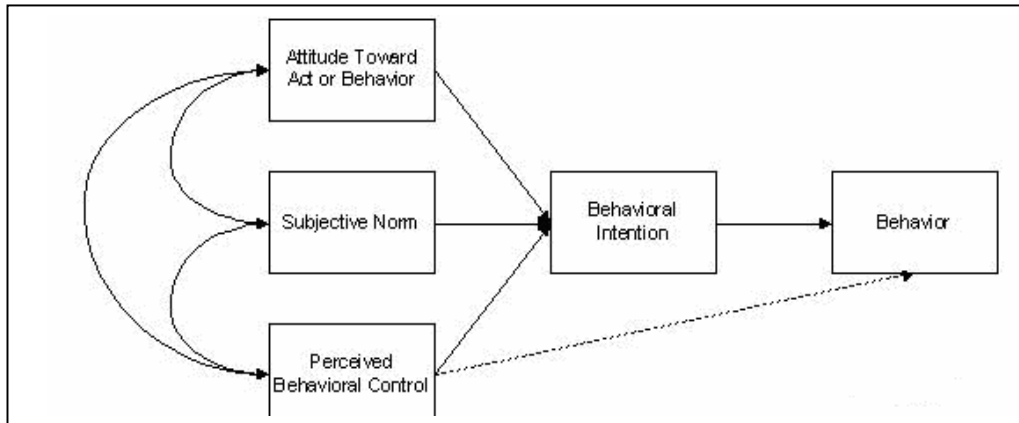


Figure (2.5)
Theory of Planned Behavior

(Ajzen, 1991)

2.3.4 Technology Acceptance Model (TAM)

These are general theories of behavior. In the late 1980s such theories were studied and adapted to Technology Acceptance Model (TAM) (Davis, 1989; and Davis et al, 1989) which is the most frequently used theory. Many models have been proposed to explain and predict concepts of IT system and its use, but the TAM has been the only one which has captured the most attention of the IS community (Chuttur, 2009), therefore the researcher has selected it.

TAM was developed by Davis et al (1989), it explained the acceptance of IT in performing tasks and identified two fundamental beliefs that influence the usage of an IS: PU and PEOU (Figure 2.6).

PU is defined as “the degree to which an individual believes that using a particular system will enhance his or her job performance.” It relates to job effectiveness, productivity (time saving) and the relative importance of the system to one's job. On the other hand, PEOU is defined as “the degree to which an individual believes that using a particular system is free of effort” in terms of physical and mental effort as well as ease of teach (Davis, 1989). A specific application system is perceived to be useful by prospective users if they believe the system will improve or facilitate their job performance within the organizational context. The system is perceived to be easy to use if the prospective user believes that the use of the system will be free of effort (Davis, 1993).

PU and PEOU may be influenced by various external variables, possibly user's features such as level of education, gender (Venkatesh and Morris, 2000). It has been found that all external variables influence the intention to use the IT system (Yarbrough and Smith, 2007; Lee et al, 2006).

Accordingly, the user's beliefs of usefulness not only have direct influence on their intention toward adopting IT, but have indirect influence on intention via attitude. Finally, the users' PU is influenced by his or her PEOU (Davis, 1993).

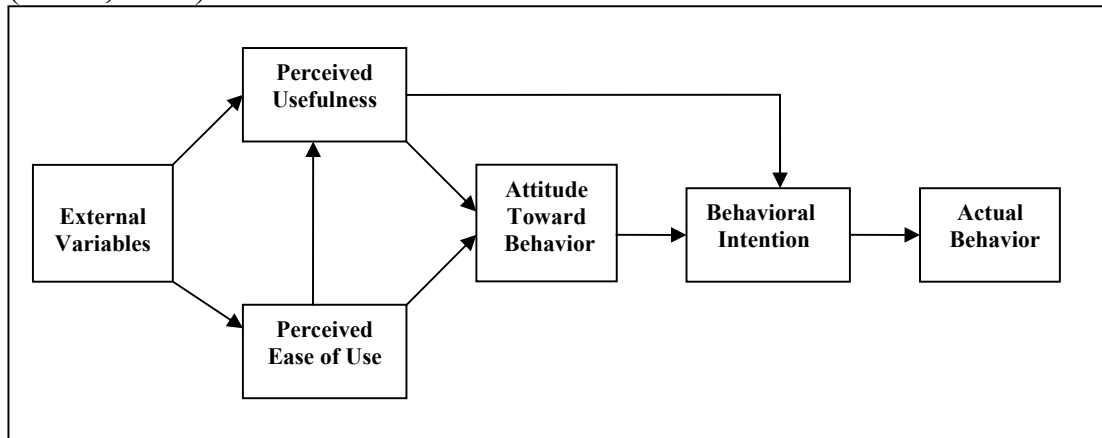


Figure (2.6)
Technology Acceptance Model

Source: (Davis, 1993)

However, it has been noticed that the most used model by Information System academics and practitioners is the TAM design by (Davis, 1989). The TAM (Davis, 1989) was chosen as a framework to determine the factors that affect customer's adoption of online newspaper for the following reasons (Abbad, 2010):

1. Technology Acceptance Model (TAM) has empirical evidence in explaining technology acceptance (Hu et al., 1999).
2. Previous research suggested that TAM could be an appropriate model to examine a student's acceptance of learning environment applications over a period of time (Carswell and Venkatesh, 2002; Stoel and Lee, 2003).
3. Technology Acceptance Model (TAM) is one of the most widely used models for IT adoption (Gefen and Straub, 2000; Gefen, 2003; Stoel and Lee, 2003).
4. Technology Acceptance Model (TAM) has been used as a theoretical basis for many empirical studies and has accumulated a great deal of support (Venkatesh and Davis, 2000; Van Slyke et al., 2002).
5. Researchers have employed the Technology Acceptance Model (TAM) to help understand website usage (Teo et al., 1999; Moon and Kim, 2001)

which is an application which has some similarities with (web-based) e-learning.

Based on the previous comparison and arguments, the researcher selected and considered the TAM model as the most convenient model to be applied in the current research, because of its two major variables affecting the Intention to use the Internet for job application: PEOU and PU. The TAM has been tested by many researchers (see, for example, Taylor and Todd, 1995; Segars and Grover, 1993; Davis, 1989), and it has been found that TAM was better than other models such as (TRA and TPB) in IS area. Then, the relationship between TAM and Intention to use the internet will be explained in the following Section.

2.4 Components of TAM

2.4.1 Perceived Ease of Use (PEOU):

According to TAM, perceived Ease of Use is a major determinant that affects acceptance of a particular technology (Davis, et al. 1989). Perceived Ease of Use is defined as the concentration of physical and mental efforts that a user expects to receive when considering the use of technology i.e. the degree to which a particular technological system would be free from effort (Davis, 1989). Venkateshand Davis (1996) studied the antecedents of perceived ease-of-use and discovered that computer self-efficacy influenced ease-of use positively. Objective usability of the system influenced the ease-of-use after users had hands-on experience with the system. According to Selamat et al. (2009) a technology which is perceived to be easier to use than another is more likely to be accepted by users whereas the more complex technology is perceived to be, the slower will be its rate of adoption.

According to Teo and Ang (2001) if a system is easy to use, it requires less effort on the part of users, thereby increasing the likelihood of adoption and usage. Conversely, systems that are complex or difficult to use are less likely to be adopted, since they require significant effort and interest on behalf of the user.

Childers et al. (2001) found that online retailers which are able to provide online shopping sites which are clear and understandable, with less mental effort requirement, and allow consumers to shop the way they want to shop results in ease of use perceptions in consumer minds with favorable attitudinal attachment to online retailers which are able to do so. Buton-Jones and Hubona (2005), have concluded that the ease of learning and becoming skillful at using pervasive technologies, including technologies and interfaces on online shopping sites, were concluded as valid determinants as to what makes a technology easy to use. Many researchers have also found that the

perceived ease of use had a positive influence on consumers' attitude in using the Internet to shop online (Bisdee, 2007; Yuliharsi and Daud, 2011). Based on the above discussion, the researcher suggests the following hypothesis:

H1: Job seekers' perceived ease of use of online application program "Hafiz" has a positive and direct influence on their attitudes towards this program.

H1a: Job seekers' perceived ease of use of online application program "Hafiz" has a positive and indirect influence on their attitudes towards this program through their perceived usefulness of this program.

H1b: Job seekers' perceived ease of use of online application program "Hafiz" has a positive and indirect influence on their intention to use this program through their perceived usefulness and attitudes towards this program.

2.4.2 Perceived Usefulness

PU is another major determinant of attitude toward use in the TAM model (Davis, et al., 1989). PU is defined as the degree to which the user believes that the technology will enhance the performance of an activity (Davis, 1989).

The original TAM models users' cognitive, affective, and behavioral responses toward the particular technology in question. The perceived usefulness represents users' cognitive responses to using the technology. These cognitive responses then influence the users' affective response (attitude) toward using the technology. According to McCloskey (2004), the usefulness of electronic commerce transactions is significant to determine the number of transactions a person complete. The more a person feel strongly about the convenience, ease and time saved in shopping on the web, the more purchases they are likely to make this way. This is in line with the findings of Barkhi et al. (2008) as their study suggests that consumers will develop favorable attitudes toward products and/or services that they believe to provide sufficient benefits or attributes toward a solution and negative attitudes toward those that are inadequate. In Malaysia, previous researchers have found significant relationship between perceived usefulness and usage Intention (Amin et al., 2007; Ramayah and Suki, 2006; Ndubisi and Jantan, 2001). Kim et al. (2003) indicated that online shopping sites which provide functions which aid consumers in making better shopping decisions will be perceived as useful. Also, Bisdee (2007) has found that online shopping sites which are able to provide useful services to consumers and services which are not available through traditional shopping will be perceived as useful by consumers, and thus leads to the development of favorable attitudes toward

online shopping. According to Hsiu-Fen Lin (2011) job seeker intentions towards job-search website usage can be explained by their attitude. The attitudinal beliefs, job seeker perceptions of website usefulness influence their attitudes. Providing current career information, sufficient information about job and organization descriptions and online resume posting might contribute to job seeker attitudes toward using job-search websites. In order to attract online job seekers, e-recruitment service providers have to focus on providing useful recruitment messages and increase the chances of job seekers finding an appropriate job.

Based on the above discussion, the researcher suggests the following hypothesis:

H2: Job seekers' perceived usefulness of online application program "Hafiz" will positively influence their attitudes towards this program.

H2a: Job seekers' perceived usefulness of online application program "Hafiz" has a positive and indirect influence on their intention to use this program through their attitudes towards this program.

2.4.3 The relationship between PEOU and PU

When all other factors have the same influence, users are likely to consider a technology useful when they perceive it as easy to use (Bruner and Kumar, 2005). (King and He, 2006) have indicated that Perceived ease of use is a predictor of perceived usefulness. Nevertheless, the relationship remains contradictor (Aladwani, 2002). The research of Gefen and Straub (1997) indicated that the relationship was not significant in predicting e-mail acceptance as a technology, while new researches (e.g. Jantan et al., 2001; Shyu and Huang, 2011) have concluded differently. However, in available studies around the area of electronic commerce, Ramayah and Ignatius (2005) thought that they are closely linked they have argued that consumers who perceive that online shopping is effortless should in turn develop a tendency to perceive it as useful. The rationale behind such a Phenomenon is due to the fact that consumers would inherently try to mold his or her perception of online shopping based on his or her own experiences in engaging in online shopping and the ease in which the shopping activity was executed. According to Hsiu-Fen Lin (2011) the perceived ease with which job seekers can navigate job-search websites was an important predictor of attitude. Although accessing and using Internet technologies may be relatively easy, the online job application task might not be as easy or intuitive. Thus, e-recruitment service providers must apply effective design principles (e.g., multimedia interface design, adequate and effective search engines and easy check-out

procedures) when constructing their websites. Based on the above discussion, the researcher suggests the following hypothesis:

H3: Job seekers' perceived ease of use of online application program "Hafiz" will positively influence their perceived usefulness of this program.

2.4.4 The relationship between Attitude and Intention

Fishbein and Ajzen (1975) have categorized attitude into two distinctive constructs: the first refers to attitude toward the object while the second refers to attitude toward the behavior. While the former is referred to as a person's evaluation of a specified object, the latter points to a person's evaluation of a specified behavior. In the opposite side of this background, the latter categorization of attitude is adapted as the conceptualized operationalization of attitude used in the TAM model - in which the adapted form refers to the mediating affective response between usefulness and ease of use beliefs and intentions to use a target system (Suki and Ramayah, 2010). In the scope of online shopping, the website for an online retailer is the main contact point by which the online retailer and consumers interface in the online shopping process (Ahn, et al., 2004). Previous researchers have emphasized the understanding of user expectations and how they feel about the websites that they use (Chen, et al., 2002; Suh and Han, 2002). Al-Rafee and Cronan (2006) have indicated attitude was found to be the most significant construct in influencing behavioral intention. Notably, the more positive a consumers' attitude towards online shopping, the higher the intention he or she has to engage in online shopping (Ahn, et al., 2004).

Based on the above discussion, the researcher suggests the following hypothesis:

H4: Job seekers' attitude toward online application program "Hafiz" will positively influence their intention to use this program.

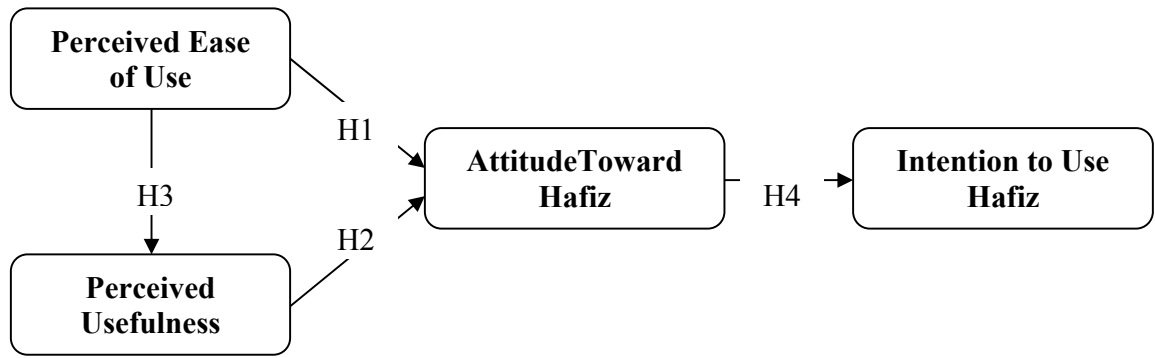


Figure (2-7)
Study Model

Chapter Three

Research Methodology

3.1 Introduction

The guidelines of the research and its supporting literature have been discussed within the scope of the previous chapters. In this chapter, the research methodology used in the study is discussed, including the choice of methodology approaches that were adopted, data collection, research population and sample selection as well as the instruments used to collect the data. Moreover, methods implemented to maintain validity and reliability of the instruments are described. Data collection and analysis tools are also highlighted.

3.2 Research Purpose

The purpose of this research is finding the main determinants of job searcher intentions, as well as evaluating and validating the proposed model in the use of the Internet program (Hafiz) to search for jobs. All of the determinants of intentions to use the internet (Hafiz) in the study model, which are perceived usefulness and perceived ease of use, have been considered in the literature and previous theories.

3.3 Research Design (Approach)

Research Design includes both a theoretical and methodological approach. The theoretical approach can be either inductive or deductive, and a methodological approach is qualitative or quantitative (Zikmund, 2003). In this research, a lot of data has been collected by posting questionnaires on the Unemployment Solution site, which is considered to be a very famous site for job seekers in Saudi Arabia. The data was numerical; hence the methodological research approach in this thesis is quantitative.

Cost and time restraints demand that a cross-sectional design be used for this research. Accordingly, a descriptive cross-sectional design was chosen as cross-sectional studies assess variables of interest in a sample of subjects at once and determine the relationships between them, thus targeting the objectives of the research.

3.4 Research Strategy

Research strategy, as defined by Saunders et al, (2003: p.488), is a “general plan of how the researcher will go about answering the research question(s)”. Saunders et al. (2003) classified research strategies into six categories: experiment, survey, case study, grounded theory, ethnography and

action research. Survey strategy involves the structured collection of data from a sizable population (Saunders et al, 2003). By way of illustration, adopting the deductive approach leads the researcher to employ the survey strategies (Sekaran, 2006). According to Yin (1994) there is one main reason for using the survey strategy, which other strategies cannot provide. For example, a number of the research questions in this study are related to who, what, when, where, how many or how much, and to what extent. These areas are appropriate for surveys, while the question types asking *how* and *why* are suitable for a **case study** (Yin, 1994). The nature of questions in this research being investigated is, for instance, "What are the main factors that affect the intention to use the internet to search for jobs?" Furthermore, according to the previous studies, it is appropriate to use a survey based research approach. For this research, a survey strategy was chosen, and this can yield the following advantages: the survey strategy is flexible, useful for the discovery of new insights as well as for pointing out typical responses, can be applied to many people and provides data about the present and about what people are thinking, doing and anticipating (Zikmund, 2003).

3.5 Population and Sampling Design

The target population of this research consists of all job searchers using online application program "Hafiz" who are estimated to reach one million and two hundred thousand (Ministry of Labor Official Website 2012). A sample is the segment of the population that is selected for investigation (Bryman and Bell, 2003).

This study was conducted via the method of a questionnaire that focused on each of the constructs as described in the previous section. Since the source of these people is unavailable in the public domain, judgmental sampling, one of the non-probability methods, will be adopted to reach the subjects. It has been suggested that a range of a minimum sample size of 30 and a maximum of 500 is acceptable (Sekaran, 2006). A judgmental sample of job seekers was asked to participate in a questionnaire about (Hafiz).

The researcher had first put a link to the survey with instructions to participate and express their opinion about (Hafiz) by writing their answers in the questionnaire. The filled questionnaires were sent to the researcher electronically. This electronic way saved the questionnaires from being damaged or being not filled correctly because the system refuses sending uncompleted questionnaires. A total of 385 questionnaires were received electronically. The following URL contains an electronic copy of the questionnaire:

(Hafiz) job seekers were selected for the following reasons:

1. Most “Hafiz” job seekers had the sufficient experience with (Hafiz) program to establish reliable perceptions and opinions regarding the service.
2. “Hafiz” is a pioneering governmental program for internet job searchers as a third party in Saudi Arabia, which attracts the attention of Saudi people.
3. The “Hafiz” program is considered a part of a huge plan for fighting unemployment in Saudi Arabia which makes this program the most important program ever for the next ten years.

3.6 Data Collection method and Instrument

In this survey, a self-completion questionnaire with closed questions is developed. The self-completion questionnaire is a very similar method of business research, and the research instrument has to be especially easy to follow and its questions have to be particularly easy to answer (Bryman and Bell, 2003). Meanwhile, whether to ask a question in an open or closed format is one of the most significant considerations for many researchers. According to Bryman and Bell (2003), closed questions have some advantages: it is easy to process answers; it enhances the comparability of answers, and makes them easier to show the relationship between variables.

3.6.1 Data Collection

For this research, the use of a questionnaire directly fits the objectives of the research. Saunders et al. (2003) strongly recommended the use of questionnaires for descriptive or explanatory objectives. Consequently, the rationale for using the questionnaire method is that the questionnaire could provide that information relatively quickly; given that the selected sample was a representative one. The researcher started looking for the relevant literatures and articles available in the library and different databases, using keywords like “job search”, “perceived usefulness”, “perceived ease of use”, and “attitude” for searching information. Several articles and books were found, but the researcher tried to sort out those that were directly related to the thesis topic. After reading carefully through these articles, the researcher found some of them to be quite interesting and worthwhile in order to get help for developing the idea of this research. In the first phase of data collection, the researcher will use secondary data for building up the research model and questionnaire. In the second phase of the data collection, primary data will be applied to the research investigation.

3.7 Questionnaire structure

The researcher developed the questionnaire in accordance with the research primary model described previously as well as in previous studies. The consequence was that a draft questionnaire had been created, and it was necessary to subject it to a rigorous validation process. The questionnaire was submitted to instructors and experts in the faculty of business administration in King Saud University which is located in Saudi Arabia. Those instructors are familiar with the “Hafiz” program experiment as a new idea, which thus enables them to judge the questionnaire accurately. Some of them have participated in forums about the Saudi Labor Market. Also, they have conducted courses in work development for governmental agencies.

The questionnaire was composed of two parts and a total of 20 statements (see appendix 1). The first part is about individual characteristics with four questions, namely the respondents’ gender, age, the period of computer usage, and education level. The second part contains all constructs in the research model with a total of 16 statements. Several items on each construct are developed and adapted from relevant literatures (see table 3.1).

Table (3.1)
Construct Measurement

Construct	No. of Items	Source of Items
Perceived usefulness	4	Bruner and Kumar (2005); Ramayah et al. (2009).
Perceived ease of use	4	Chen and Wells (1999); Buton- Jones and Hubona (2005).
Attitude	4	Ramayah et al. (2009); Kim and Forsythe (2010).
Intention	4	Broekhuizen and Huizingh (2009); Chiu et al. (2009).

A five-point rating scale typically gives sufficient discrimination and is easily understood by survey participants. This is usually recommended for most survey settings (Brace, 2004, p. 82). All of the items were measured by using a five-point likert scale ranging from "Strongly Agree" (anchored by point 5) to "Strongly Disagree" (anchored by point 1).

3.8 Variable measurement: Operational Definitions

Concepts or variables in this study were not directly observable, so they had to be operationalized in a way that enables the researcher to measure them. Operational definitions of variables measured in this study were

borrowed and were slightly modified from previous studies. These definitions are presented in Table (3.2).

Table (3.2)
Operational Definitions

Variables	Operational definition	Items
Perceived Usefulness	Speed up the process of finding a job, improve the performance of job search, facilitate the search process and increase the effectiveness of the search for a job	1-4
Perceived Ease of Use	The clarity and ease to learn and understand how to use “Hafiz” program to search for a job online.	5-8
Attitude	Feel comfortable to use this program and preferred to other means and the feeling of happiness to search for jobs online.	9-12
Intention	Intention to continue search for job online, and planning to use this program to search for future jobs.	13-16

3.9 Analyses Tools

Questionnaires were checked and coded before the raw data was entered for analysis. A number of statistical techniques were applied to test and interpret the results of the data analysis. Data collected were analyzed using SPSS version 16.0 for purposes of descriptive statistics on the demographic characteristics of the subjects, while Partial Least Square (PLS), using SmartPLS2.0 M3 release, was used to determine the interactions between the various constructs (namely perceived usefulness, perceived ease of use, attitude, and intention) for ascertaining the various structured equation models. The path coefficients in the reports are interpreted in terms of the relationship between the variables. The R-square in the reports tells the amount of variance explained in the dependent variable by the predictors.

3.10 Instrument Validation and Reliability

Saunders et al. (2003) contribute that to reduce errors and receiving wrong answers, attention has to be emphasized on two particular research devises; Reliability and Validity. Following the two-step approach recommended by Zikmund (2003), adequacy of each multi-item scale in capturing its construct is assessed using the measurement model of all constructs by checking internal consistency reliability, convergent validity and discriminant validity before testing the hypotheses via the causal model.

Several tests were performed on the measurement model to examine their validity and reliability. First, the composite reliability for the internal consistency is demonstrated, since values for all constructs are above the suggested threshold of 0.70 (Nunnally, 1978) and the lowest value of composite reliability is 0.8979, which is larger than the recommended value of 0.7, showing good reliability (Table 3.3). Convergent validity can be assessed by examining Average Variance Extracted (AVE) from the measures. For AVE, a score of 0.5 indicates acceptability (Fornell and Larcker 1981). From Table (3.3), we can see the AVE ranges from 0.4977 to 0.6873, which shows convergent validity. Also, the Cronbach's alpha for all constructs are above 0.70, which implies a high reliability of the measures.

Table (3.3)
Composite Reliability and AVE

	AVE	Composite Reliability	R Square	Cronbachs Alpha
Attitude	0.6873	0.8979	0.5758	0.8484
Ease of Use	0.6212	0.8677	0.0000	0.7969
Intention	0.4977	0.7943	0.2220	0.7109
Usefulness	0.6626	0.8871	0.4562	0.8308

Second, the standardized factor loadings for all items are above the suggested cut-off 0.70 (Hatcher, 1994) and all are significant, showing strong evidence of convergent validity. All items are significant with high loadings, which are above the recommended value of 0.60, therefore demonstrating convergent validity (Table 3.4).

Table 3.5 presents the discriminant validity statistics. The square roots of the AVE scores (diagonal elements of Table 3.5) are all higher than the correlations among the constructs, thus demonstrating discriminant validity. Cross-loadings of constructs are provided in Table (3.6). All items are loaded higher on their respective constructs than on others, providing additional support for discriminant validity.

Table (3.4)
Measurement Model Statistics

Measurement Mode(Loading)--BootStrap			
Construct	Items	Loadings	T-Statistic
Attitude	ATT1	0.83	23.76
	ATT2	0.83	21.82
	ATT3	0.83	22.10
	ATT4	0.83	24.16
Intention	INT1	0.63	4.40
	INT2	0.87	16.46
	INT3	0.72	5.49
	INT4	0.57	3.85
Ease of Use	PEU1	0.76	13.41
	PEU2	0.81	22.05
	PEU3	0.79	17.60
	PEU4	0.79	19.49
Usefulness	PU1	0.82	19.08
	PU2	0.80	15.99
	PU3	0.82	18.71
	PU4	0.82	24.47

Table (3.5)
Correlations and Average Variance Extracted (AVE)

	Attitude	Ease of Use	Intention	Usefulness
Attitude	0.829			
Ease of Use	0.705	0.788		
Intention	0.471	0.445	0.706	
Usefulness	0.683	0.675	0.370	0.814

Table (3.6)
Cross-Factor Loadings

Factor Structure Matrix of Loadings and Cross-Loadings					
Construct	Items	Attitude	Ease of Use	Intention	Usefulness
Attitude	ATT1	0.832	0.645	0.352	0.586
	ATT2	0.827	0.579	0.375	0.596
	ATT3	0.825	0.535	0.414	0.501
	ATT4	0.832	0.576	0.423	0.578
Intention	INT1	0.198	0.217	0.632	0.107
	INT2	0.527	0.496	0.87	0.481
	INT3	0.226	0.211	0.723	0.099
	INT4	0.152	0.116	0.565	0.069
Ease of Use	PEU1	0.491	0.764	0.382	0.499
	PEU2	0.594	0.808	0.320	0.576
	PEU3	0.547	0.790	0.36	0.511
	PEU4	0.583	0.789	0.344	0.539
Usefulness	PU1	0.547	0.526	0.227	0.821
	PU2	0.521	0.491	0.302	0.802
	PU3	0.537	0.544	0.342	0.816
	PU4	0.610	0.624	0.331	0.817

Face validity and content validity refer to the subjective agreement among professionals that a scale logically appears to accurately reflect what it purports to measure (Zikmund, 2003). In order to establish face validity, an initial version of the instrument was pre-tested using several academic persons. The participants were asked to comment on the format and appropriateness of the questions, and to suggest any items that they believed should be included in the instrument. In view of their suggestions, several adjustments were incorporated into the instrument with the inclusion of some new questions that greatly improved clarity.

Chapter Four

Data Analysis

4.1 Introduction

The purpose of this chapter is to report the responses, data analysis, and findings of the study. It is organized to present a description of the background characteristics of the sample and demographics of the respondents followed by the hypotheses testing. The results are ordered and displayed in figures and tables form to make them easy to understand and better to compare.

4.2 Demographic Characteristics

The study survey included four questions designed to establish a framework for describing the sample characteristics. A total of 385 job seekers responded to all questions regarding their gender, age, educational level in addition to years of experience. Table (4.1) shows detailed information on the collected data.

Table (4.1)
Frequencies and Percentages of Respondents

Measure		Frequency	Percent
Gender	Male	208	54.0
	Female	177	46.0
Age	20-25	126	32.7
	26-30	145	37.7
	More than 30	114	29.6
Years of Experience in the Internet	1-2	91	24.0
	3-4	140	36.0
	More than 4	154	40.0
Educational Level	High school	207	53.8
	Bachelor	174	45.2
	Master	3	0.8
	P.H.D	1	0.3
Total		385	100.0

The participants in filling the questionnaire have different educational level, years of experience in the Internet, age and gender.

4.3 Hypotheses Testing

4.3.1 Partial Least Squares (PLS)

To overcome limitations of regression-based techniques, more and more authors started using structural equation modeling Structural Equation Modeling as an alternative. Compared to regression-based approaches, which analyze only one layer of linkages between independent and dependent variables at the same time, SEM, as a second-generation technique, allows the simultaneous modeling of relationships among multiple independent and dependent constructs (Gefen, Straub and Boudreau, 2000).

There are two types of estimation techniques for a Structural Equation Modeling (SEM). The first type is the Maximum Likelihood (ML) based on the covariance structure analysis method, and the second type is the Partial Least Squares (PLS) which is based on the variance analysis method. The PLS procedure has been gaining interest and use among researchers in recent years because of its ability to model latent constructs under conditions of non-normality and small to medium sample sizes. It allows for the specification of both the relationships among the conceptual factors of interest and the measures underlying each construct. The result of such a procedure is a simultaneous analysis of how well the measures relate to each construct, and whether the hypothesized relationships at the theoretical level are empirically confirmed. This ability to include multiple measures for each construct also provides more accurate estimates of the paths among constructs, which are typically biased downward by measurement error when using such techniques as multiple regressions. In this study, the data collected from questionnaires were analyzed by using the PLS technique, and the results are presented in the next section (Ringle et al., 2005).

4.3.2 PLS Results

SmartPLS 2.0 M3 release was used to perform the analysis in this study. The structural model is evaluated by using the R-square (R^2) for dependent constructs (indicated within the ovals that represent the dependent constructs in this model), the size and t-statistics and the significant level of structural path coefficient. The t-statistics are estimated using the bootstrap re-sampling procedure. The structural model results are illustrated in figure 4.1 and tables 4.2 and 4.3 show the proposed hypotheses and the path coefficient along with their respective t-statistics.

4.3.3 R-square

SmartPLS provides the squared multiple correlation (R^2) for each endogenous construct. This number is used to measure the percentage of

construct variation that the model explained (Wixom and Watson, 2001). The R^2 value from PLS results is 0.222 for this model, which indicates that more than 22% of the variance in job seekers' intention to use "Hafiz" is explained by the model and its determinants, providing strong evidence of the strength of the model in explaining and predicting job seekers' intention. Other values of R^2 show that ease of use and usefulness explained 57.6% of job seekers' attitude. In addition, ease of use explained 45.6% of usefulness. Table (4.2) shows the summary.

Table (4.2)

Endogenous Construct R^2	
Construct	R Square
Intention	0.2220
Attitude	0.5758
Usefulness	0.4562

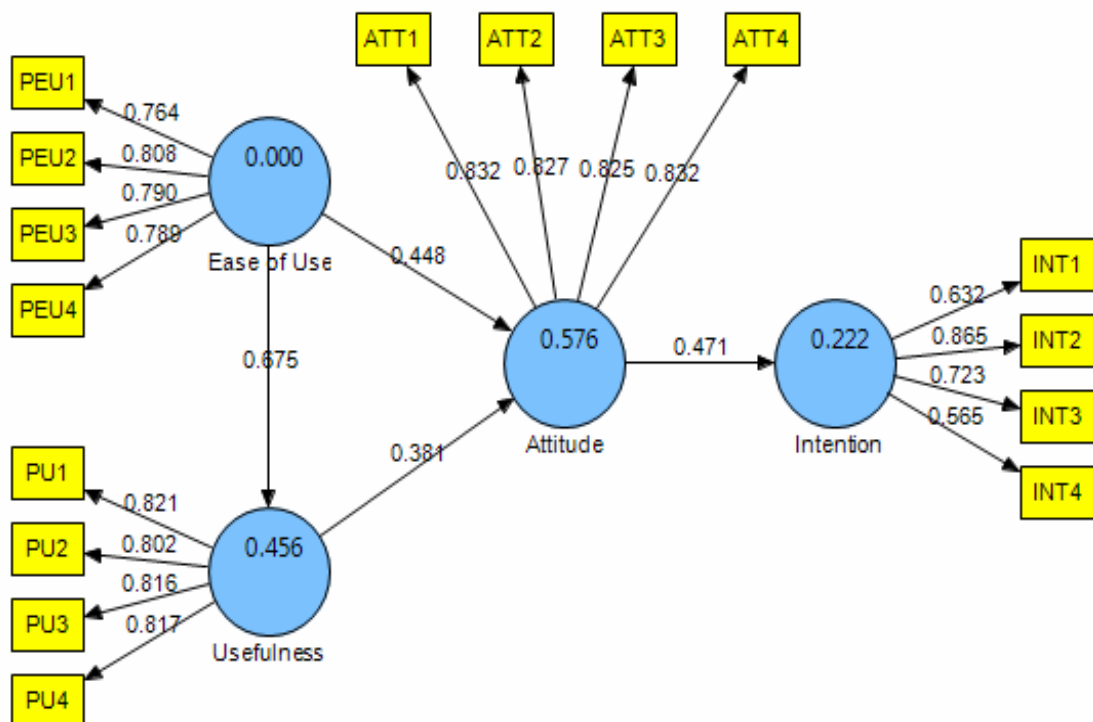


Figure (4.1)
Results of PLS Analysis

4.3.4 Hypotheses Testing Results

The next step is to test the proposed hypotheses. SmartPLS provides path coefficients that indicate the strength of the relationship between the two constructs (Wixom and Watson, 2001). The bootstrap procedure with 200 resample was used to calculate the significance of these coefficients. Having established confidence in the measurement model, an empirical structural equation model was developed and tested by the PLS approach. Figure 4.1 presents the structural path diagram with the coefficients of paths. The confirmation results of the proposed hypotheses are as follows:

The results of hypotheses testing indicate support for our hypothesized structural model. All of the hypothesized paths are significant. Table 4.3 demonstrates the results of the PLS data analysis.

Table (4.3)
Direct, Indirect and Total Effect

Paths	Direct Effect		Indirect Effect		Total Effect	
	Path Coefficient	T-Value	Path Coefficient	T-Value	Path Coefficient	T-Value
Ease of Use -> Attitude	0.448	4.0***	0.257	4.1***	0.705	11.2***
Ease of Use -> Intention	-----	-----	0.332	5.0***	0.332	5.0***
Usefulness -> Attitude	0.381	3.6***	-----	-----	0.381	3.6***
Usefulness -> Intention	-----	-----	0.179	3.1***	0.179	3.1***
Ease of Use -> Usefulness	0.675	12.2***	-----	-----	0.675	12.2***
Attitude -> Intention	0.471	6.6***	-----	-----	0.471	6.6***

*** $p < .001$, ** $p < .01$, * $p < .05$, based on two-tailed test; $t(p < .001) = 3.29$; $t(p < .01) = 2.58$; $t(p < .05) = 1.96$.

H1: specifies that Job seekers' perceived ease of use of online application program "Hafiz" has a positive and direct influence on their attitudes towards this program. This hypothesis is verified (with the path coefficient = 0.448; t-statistic = 4.0 and p-value < .001). It shows that the stronger the job seekers' perceived ease of use of the online application program "Hafiz", the higher positive attitudes towards this program will be. As a result H1 was approved.

H1a: Job seekers' perceived ease of use of online application program "Hafiz" has a positive and indirect influence on their attitudes towards this program through their perceived usefulness of this program. This hypothesis is verified (with the path coefficient = 0.257; t-statistic = 4.1 and p-value < .001). It shows that the higher the job seekers' perceived ease of use the more it will lead to a higher perceived usefulness of the online application program "Hafiz", which in turn leads to higher positive

attitude toward this program. This means that job seekers' perceived ease of use of the online application program "Hafiz" mediates the effect of Job seekers' perceived ease of use on their attitude toward this program. Thus, H1b was approved.

H1b: specifies that Job seekers' perceived ease of use of online application program "Hafiz" has a positive and indirect influence on their intention to use this program through their perceived usefulness and attitudes towards this program. This hypothesis is verified (with the path coefficient = 0.332; t-statistic = 5.0 and p-value < .001). It shows that the higher the job seekers' perceived ease of use the more it will lead to a higher perceived usefulness and stronger positive attitude toward the online application program "Hafiz", which in turn leads to a higher intention to use this program. This means that job seekers' attitude toward the online application program "Hafiz" mediates the effect of their perceived ease of use on their intention to use this program. Thus, H1a was approved.

H2: specifies that Job seekers' perceived usefulness of online application program "Hafiz" will positively influence their attitudes towards this program. This hypothesis is verified (with the path coefficient = 0.381; t-statistic = 3.6 and p-value < .001). It shows that the higher the job seekers' perceived usefulness of the online application program "Hafiz", the higher their attitudes towards this program would be. As a result, H2 was approved.

H2a: specifies that Job seekers' perceived usefulness of online application program "Hafiz" has a positive and indirect influence on their intention to use this program through their attitudes towards this program. This hypothesis is verified (with the path coefficient = 0.179; t-statistic = 3.1 and p-value < .001). It shows that the higher the job seekers' perceived usefulness the more it will lead to a stronger positive attitude toward the online application program "Hafiz", which in turn leads to higher intentions to use this program. This means that job seekers' attitude toward the online application program "Hafiz" mediates the effect of job seekers' perceived usefulness on their intention to use this program. Thus, H2a was approved.

H3: specifies that Job seekers' perceived ease of use of online application program "Hafiz" will positively influence their perceived usefulness of this program. This hypothesis is verified (with the path coefficient = 0.675; t-statistic = 12.2 and p-value < .001). It shows that the higher the job seekers' perceived ease of use of the online application program "Hafiz", the higher their perceived usefulness of this program would be. As a result, H3 was approved.

H4: specifies that Job seekers' attitude toward online application program "Hafiz" will positively influence their intention to use this program. This hypothesis is verified (with the path coefficient = 0.471; t-statistic = 6.6 and p-value < .001). It shows that the higher positive job seekers' attitude toward the online application program "Hafiz" is, the higher their intention to use this program would be. As a result, H4 was approved.

Table (4.4)
Results of Hypotheses Testing

Hypothesis	Result
H1: Job seekers' perceived ease of use of online application program "Hafiz" has a positive and direct influence on their attitudes towards this program.	Approved
H1a: Job seekers' perceived ease of use of online application program "Hafiz" has a positive and indirect influence on their intention to use this program through their attitudes towards this program.	Approved
H1b: Job seekers' perceived ease of use of online application program "Hafiz" has a positive and indirect influence on their intention to use this program through their perceived usefulness and attitudes towards this program.	Approved
H2: Job seekers' perceived usefulness of online application program "Hafiz" will positively influence their attitudes towards this program.	Approved
H2a: Job seekers' perceived usefulness of online application program "Hafiz" has a positive and indirect influence on their intention to use this program through their attitudes towards this program.	Approved
H3: Job seekers' perceived ease of use of online application program "Hafiz" will positively influence their perceived usefulness of this program.	Approved
H4: Job seekers' attitude toward online application program "Hafiz" will positively influence their intention to use this program.	Approved

Chapter Five

Discussion and Recommendations

5.1 Introduction

This chapter provides a discussion of the findings based on the results of the statistical analysis discussed in chapter four, as well as theoretical implications and managerial implications, followed by the study limitations and a number of future research suggestions that could add value to the present understanding of the subject.

5.2 Discussion of the Findings

Having examined and analyzed the effect and relationships of interest, the researcher endeavored to provide a discussion of the analysis where possible explanations to the relationships and their differences and similarities to previous studies can be addressed.

5.2.1 Perceived ease of use

It was found that perceived ease of use has a positive direct effect on both attitudes and perceived usefulness and positive indirect effect on intention to use online application program “Hafiz”. This finding is partially inconsistent with the research published by Selamat and Jaffar(2011), while it is similar to what Childers et al. (2001) and Buton-Jones and Hubona (2005) have found. Teo and Ang (2001) had concluded that if a system is easy to use, it requires less effort on the part of users, thereby increasing the likelihood of adoption and usage. Conversely, systems that are complex or difficult to use are less likely to be adopted, since it requires significant effort and interest on the part of the user. In other words, perceived ease of use can exert a positive influence on job seekers attitude. Job seekers with high level of perceived ease of use lead to create a positive attitude, which in turn leads to higher Internet job search adoption. Also, when (Hafiz) online job seekers hold feelings of a perceived ease of use, it tend to increase the perceived usefulness of those job searchers toward Internet job search. This indicates that (Hafiz) organizers of Web-based instruction (WBI) for job search are responsible for creating the feeling of perceived ease of use by creating ease of use serving as a stimulating force which leads to perceived usefulness, which in turn increases the intention to use WBI for job search (Hafiz). Therefore, the researcher suggests that when (Hafiz) online job seekers perceive a high level of ease of use, it tends to increase their perceived usefulness and attitudes toward Internet job searches use.

5.2.2 Perceived usefulness

It was also found that perceived usefulness has a positive direct effect on job seekers attitude. This finding is consistent with what previous studies have found (Barkhi et al. 2008; Amin et al., 2007; Ramayah and Suki, 2006; Ndubisiet al., 2001). McCloskey (2004) suggested that, usefulness of electronic commerce transaction is significant to determine the number of transactions a person completes. The more a person feels strongly about the convenience, ease and time saved in shopping on the web, the more purchases they are likely to carry out online.

Nevertheless, considering the case of Internet job search, as seen in the empirical findings, it holds the greatest importance in creating a positive attitude, accomplishing goals more quickly in which the job seekers find jobs quicker than traditional ways, improving performance in which job seekers find more job opportunities, and increasing search productivity as well as satisfying job seekers needs. On the other hand, this study found perceived usefulness has an indirect effect on intention of online job search through attitude. This implies that organizers of (Hafiz) job search are able to use their (Hafiz) online job search designers' abilities indirectly to influence the job seekers attitude by creating a feeling of perceived usefulness that will utilize and gear towards facilitating and encouraging intention of online job seeking among job seekers.

5.2.3 The Attitude and Intention

The results showed that attitude has a positive direct effect on intention to use. This finding is similar with what Chen et al. (2002); Suh and Han (2002); and Al-Rafee and Cronan(2006) have indicated that attitude was found to be the most significant construct in influencing behavioral intention. In the scope of online shopping, the website for an online retailer is the main contact point by which the online retailer and consumers interface in the online shopping process (Ahn et al., 2004).

5.3 Conclusion

Based on the findings described earlier, it is now possible to draw some conclusions out of the study conducted. The most important conclusion that can be reached from the study is the fact that TAM is an important predictor and antecedent of online job search. On the other hand, perceived ease of use plays a critical role in job search using the internet. Perceived ease of use, in turn has been proven as a good factor for job seekers attitude. Perceived usefulness has no direct effect on intention to use the internet for job search, while the attitude can moderate this relationship, where job seekers with high

perceived usefulness are going to adopt job searches online. Perceived usefulness is important in influencing job seekers attitude, which holds much more importance to their ability to use computers for browsing the internet. The relationship between PEOU and PU has been identified as significant antecedent of Intention to use the Internet for job search. This implies that Intention is high when there is relationship between PEOU and PU.

5.4 Implications

Based on the discussion of findings and conclusions for this study, the theoretical and practical implications are presented as follows:

5.4.1 Theoretical Implications

This study advances the literature in the field of online job search by testing TAM model that links between intention for job search online, perceived ease of use, attitude and perceived usefulness as antecedents of TAM in the context of job searches.

The examination of intention for job search online, in general, is crucial to employment. Thus the positive effect of perceived usefulness that was found on intention to use the internet for job search is a critical discovery to the field of WBI which can provide an opportunity to add a significant knowledge to the WBI concept as it applies to employment research, and may help to support the emerging literature on the importance of job search in increasing the level of WBI of organizations. This reinforces previous research suggesting that perceived usefulness and perceived ease of use has a positive impact on the usage of WBI by an organization (Hsiu-Fen Lin, 2011) where the perceived usefulness and perceived ease of use is important for internet recruitment.

In accordance with the findings from the current study, TAM is an important component in determining the effectiveness of job search online. While positive attitude is important to the success of today's online job search, these findings suggest that attitude is particularly worthwhile in online job searches when combined with the perceived usefulness and perceived ease of use.

5.4.2 Managerial Implications

The results of the current study could be useful to online job search organizers to understand the construct of intention to search for job online and the possible positive effects that intention could have on their WBI. In other words, a manager must be able to complement his/her recruitment with other

sources of recruitment like WBI to achieve their desired recruitment. As Hsiu-Fen Lin (2011) suggested, TAM can be better used to answer the managerial problem of factors influencing intention to use job-search websites. Managers of organizations need to understand that the recruitment of (Hafiz) is likely to be influenced by their perceived usefulness and perceived ease of use. Therefore, these organizations must apply TAM to their WBI.

In addition, the findings of this study affirm perceived usefulness and perceived ease of use as important antecedents of job search. Thus, the manager would understand that improved recruitment adopted by job seekers is important to the success of their organizations. The proposition that successful recruitment strategy has the potential to improve and increase employment, suggests that management should continue to improve recruitment to be able to attract professional employees. The insights provided by this study could be used by e-recruitment service providers as a foundation to formulate strategies to increase the usage of job-search websites.

5.5 Limitations and Future Research

As is the case for all research, the present study has limitations, which are discussed and offered as potential explanations for the lack of support found for some of the hypothesized relationships and they can present opportunities for future research in this area.

Firstly, drawing a sample of job seekers from a single national context (Saudi Arabia) has its limitations. Given that business values, operations, and organizational cultures vary significantly across countries, the results of this study may not apply in cultural settings that differ radically from that of Saudi Arabia.

Secondly, the study was based only on the employment program (Hafiz) operating in Ministry of Labor, which may limit the generalization of the results to all Saudi Arabia employment programs and the results may not apply to all sectors of the economy.

Thirdly, the model of this study takes the causal effect between general variables and doesn't take the dimensions of each variable in consideration, which may provide a better description of the model.

Finally, time was another limitation in this study where the design of the study was cross-sectional instead of longitudinal, and data were collected during a certain time interval rather than occurring over an extended period of time. The cross-sectional approach adopted in this study does not capture the effects over time, but rather provides a snapshot of the relationship at one point in time.

Building on the above, future research should attempt to replicate the study on the case of different countries with different cultures to enable the comparisons, and thus possible generalization. Furthermore, another direction for future research is a more extensive observation of the subject. This might be achieved by conducting research on different sectors of business (i.e. service sector), within larger organizations, or beyond the Ministry of Labor, which could reveal some additional important knowledge and a better understanding of the degree of correlation between perceived usefulness and perceived ease of use. In addition studies should be conducted that identify behaviors to which increased adoption behavior can be directly tied to successful adoption of TAM from both managers and employees perspectives. Future research should also attempt to continue researching in this area by taking dimension effects (dimensions of each variable) into consideration which can make a more accurate model. Finally, future research should incorporate longitudinal research designs to explore the direction of the relationships between the study variables in more detail.

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APPENDIX 1
Questionnaire: English Version



Dear respondent:

The researcher tries to study individuals' trends in Saudi Arabia towards Hafiz program launched by Ministry of Labor on the internet to investigate the effectiveness of this program in helping job seekers in getting the right job. The information will be obtained and will be used for the purposes of scientific research and are considered highly confidential.

Part 1: Demographic Information

- | | | |
|------------------|---------------|-------------------------------------|
| Gender: | (1) Male | (2) Female |
| Age: | (1) 20-25 | (2) 26-30 (3) More than 30 |
| Experience: | (1) 1-2 years | (2) 3-4 years (3) More than 4 years |
| Education Level: | (1) Secondary | (2) Bachelor (3) Master |
| | (4) PhD | |

Part 2: The following set of questions relating to the Hafiz program and I hope to select the response that matches your point of view.

Statements	(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree
Perceived Usefulness					
I believe that (Hafiz program) helps me to find a job quickly	(1)	(2)	(3)	(4)	(5)
I believe that (Hafiz program) improves my performance in the job search	(1)	(2)	(3)	(4)	(5)
I believe that (Hafiz program) makes it easy to search for a job	(1)	(2)	(3)	(4)	(5)
I believe that (Hafiz program) is very useful in the search for a job	(1)	(2)	(3)	(4)	(5)
Ease of Use					
I believe that it's easy to learn to use Hafiz program to search for a job	(1)	(2)	(3)	(4)	(5)
I can use Hafiz program to apply for employment for the job that I want her	(1)	(2)	(3)	(4)	(5)
I believe that dealing with Hafiz program to search for a job is clear and understandable	(1)	(2)	(3)	(4)	(5)
Overall, job search using Hafiz program easy process	(1)	(2)	(3)	(4)	(5)
Attitude					
I prefer to look for information on jobs through Hafiz program	(1)	(2)	(3)	(4)	(5)
I feel happy when looking for a job using Hafiz program	(1)	(2)	(3)	(4)	(5)

I feel that the job search using the internet is a good idea	(1)	(2)	(3)	(4)	(5)
I feel that the job search using the internet a wise choice	(1)	(2)	(3)	(4)	(5)
Intention to Use					
It is likely that I will continue to use the Internet to search for a job	(1)	(2)	(3)	(4)	(5)
I intend to continue to search for a job using the (incentive program)	(1)	(2)	(3)	(4)	(5)
If I need to look for another job, I will use the Internet	(1)	(2)	(3)	(4)	(5)
I plan to use the Internet to search for information concerning to new jobs	(1)	(2)	(3)	(4)	(5)

Thank You

APPENDIX II
Questionnaire: Arabic Version



جامعة مؤتة
كلية إدارة الأعمال
قسم إدارة الأعمال

الباحث: سعد عبدالله السنييد
E- mail: saadriyadh@hotmail.com

أولاً: المعلومات العامة:
النوع الاجتماعي: ① ذكر ② أنثى
العمر: ① 20-25 ② 26-30 ③ أكبر من 30
الخبرة في استخدام الكمبيوتر: ① 1 - 2 سنة ② 3 - 4 سنوات ③ أكثر من 4 سنوات
المستوى التعليمي: ① ثانوي ② بكالوريوس ③ ماجستير ④ دكتورة

:

شاكرًا للجميع التعاون
الباحث